

Reflection Of 'Care' Culture As An Identity At Rsud Dr. Drajat Prawiranegara Serang

Noerma Kurnia Fajarwati¹, Eka Susilawati², Opiq Piqhi³

^{1,2}Communication Science, Bina Bangsa University, Indonesia

³RSUD dr. Drajat Prawiranegara, Indonesia

ARTICLE INFO

Article history:

Received Nov 05, 2022

Revised Nov 12, 2022

Accepted Dec 03, 2022

Keywords:

CARE Culture;
Cultural Identity;
Reflection.

ABSTRACT

RSUD dr Drajat Prawiranegara or RSDP Serang has a noble goal to become the best hospital with professional and quality services as stated in the vision of the organization. As one of the referral hospitals, RSDP Serang has an organizational culture value, namely Cakap – Accountable – Responsive – Efficient which is abbreviated as 'CARE'. This study aims to explain the application of CARE culture as an organizational identity at RSDP Serang. The research was conducted by the quantitative, descriptive univariate method. A sample of 146 people was taken, consisting of general employees and health workers. This research shows that the application of CARE culture is still not optimal, so it has not fully reflected the identity of Serang Hospital as a superior quality hospital in Banten Province. It takes responsibility for all elements in the hospital, especially employees, both those who serve as health and non-health workers, to create public trust and organizational identity.

ABSTRAK

RSUD dr Drajat Prawiranegara atau RSDP Serang memiliki tujuan mulia untuk menjadi rumah sakit terbaik dengan pelayanan profesional dan berkualitas sebagaimana dituangkan dalam visi organisasi. Sebagai salah satu rumah sakit rujukan, RSDP Serang memiliki nilai budaya organisasi yaitu Cakap – Akuntabel – Responsif - Efisien yang disingkat 'CARE'. Penelitian ini bertujuan untuk menjelaskan penerapan budaya CARE sebagai identitas organisasi di RSDP Serang. Penelitian dilakukan dengan metode kuantitatif, deskriptif univariat. Sampel diambil sebanyak 146 orang terdiri dari pegawai umum dan tenaga kesehatan. Penelitian ini menunjukkan penerapan budaya CARE masih belum maksimal, sehingga belum merefleksikan sepenuhnya identitas RSDP Serang sebagai rumah sakit berkualitas unggul di Provinsi Banten. Dibutuhkan tanggung jawab oleh segenap elemen yang ada di rumah sakit, terutama pegawai baik itu yang bertugas sebagai tenaga kesehatan maupun non kesehatan, agar membuat kepercayaan publik dan identitas organisasi.

This is an open-access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Noerma Kurnia Fajarwati
Communication Science
Bina Bangsa University – Banten Province.
Email: muma.kurnia@gmail.com

I. INTRODUCTION

Each company has a character and becomes a characteristic to distinguish it from other companies. The distinctive character of the company generally lies in the way of performance, marketing system, or the type of products and services offered to the audience. So that to be known by the public, companies must be able to communicate these characteristics, one of which is by implementing work habits, which are slow to turn into culture (Wardhani & Kartikawangi, 2020).

Organizational culture is valued, and symbols that are understood and adhered to together by all members of the organization, to like feel one family and create a condition that distinguishes it from other organizations. As Mas'ud (2018) argues that organizational culture is a system of meaning, values, and beliefs that are shared in the organization and become a reference to act and distinguish organizations from one another. Organizational culture can thus become an invisible social force, which can move people in an organization to carry out work activities (Habudin, 2020).

A strong organizational culture will support the achievement of the vision and mission that is the company's goals, and influence employee behavior and the effectiveness of company performance. A weak culture, on the other hand, tends to show disharmony among members of the organization (Wahyuni et al., 2021). Companies with a strong organizational culture, generally have a strong 'equity' in society, so a strong culture can also reflect the self-identity of a company. Therefore, formulating a corporate culture cannot be done arbitrarily, and must be taken based on the historical philosophy and vision, and the mission of the company, which is associated with the company's position in the wider community (Arfandi & Iffah, 2019).

This research focuses on the application of organizational culture in the Regional General Hospital dr. Drajat Prawiranegara Serang, better known as RSDP Serang. As is known, the realization of a good public health condition is the duty and responsibility of the state as a form of constitutional mandate, namely the 1945 Constitution. The state in its implementation; is obliged to maintain the quality of health services to the community, both carried out by public and private health service institutions (Riesata & Pancasasti, 2021), including RSDP Serang. As the largest public organization engaged in public health services in the Serang area, Banten Province, RSDP Serang has been established since 1938 and has become a reference center for the Serang Regency and Regional I of Banten Province. RSDP Serang already has a well-integrated health service system, ranging from specialist, general, medical support, and medical rehabilitation services, which are supported by more than 1000 people the workforce consists of medical personnel, nursing personnel, pharmacy personnel, community health workers, nutritionists, physical therapy personnel, medical technical personnel and other non-health personnel (Piqhi, 2021).

As a complex organization that is human resource-intensive, capital-intensive, technology-intensive, and regulatory-intensive, RSDP Serang has a noble goal to become the best hospital with professional and quality services, as outlined in the organization's vision (Piqhi, 2021). To realize this vision, the management of RSDP Serang also made a motto, namely 'Work Friendly, Fast, Right and Sincere' which was then developed into four organizational values i.e. Cakap – Accountable – Responsive – Efficient, abbreviated as 'CARE' as an organizational culture.

Organizational culture is a value that is believed by members of the organization so that it becomes a characteristic of an organization. In line with Kreitner & Kinicki (2018) who conceptualize organizational culture as a shared understanding of important things that are manifested in words spoken together, work done together, and feelings shared. Supported by opinion Ndraha (2019) defines organizational culture as shared values and beliefs that underlie organizational identity, function as an identity provider to members, promote collective commitment, increase the stability of social systems, and control the behavior of members.

Cultural characteristics in an organization cannot be separated from one another (Ningsih & Setiawan, 2019). This is because organizational culture has an important role in providing identification and principles that direct organizational behavior in making decisions (Sudarijati et al., 2021), developing methods so that individuals can receive feedback on the achievements made (Yudhana, 2020), and maintaining the reward and reinforcement systems that are enforced within the organization (Ramli, 2019). Thus, organizational culture can be a means of communication by organizations to the public, regarding the concept of identity (Djohantini et al., 2022; Srimulyani & Hermanto, 2022; Wijaya et al., 2022).

The importance of organizational culture makes organizational culture still interesting to discuss. It is proven by the many studies on organizational culture from various scientific

perspectives, not only from the point of view of management, accounting, education, health, industrial engineering, government, and even social communication which have also been carried out by many researchers (Arfandi & Iffah, 2019; Bagusnur et al., 2020; Dalimunthe et al., 2021; Díaz-Soloaga, 2019; Harhash et al., 2020; Meilinda et al., 2021; Soetjipto et al., 2021; Sutarjo & Setiawati, 2021; Vernadeth et al., 2020). These various studies also have very diverse results from the dependent, independent, moderation, and intervening variables, as well as the indicators that make up organizational culture.

Employees who live an organizational culture regularly can improve performance on an ongoing basis to remain consistent in carrying out their duties and responsibilities by existing provisions and regulations; and can work with other members to solve problems that arise in the organization, so that the formation of effective and efficient teamwork is expected to increase employee cooperation higher, which in turn will facilitate the achievement of company goals (Sutarjo & Setiawati, 2021). Implementation of organizational culture and CARE needs to be monitored properly to have a positive effect on improving employee performance which should be important to realize organizational achievement targets, including in the hospital work environment such as at Serang Hospital.

II. RESEARCH METHODS

This research uses a type of quantitative research, to describe the implementation of CARE organizational culture at RSDP Serang as an organizational identity (Sugiyono, 2019). CARE culture stands for Cakap-Accountable-Responsive-Efisien and is defined as the values embraced by RSDP Serang as an organizational identity to promote commitment, improve the stability of the social system, and control the behavior of employees to provide health services in hospitals. The 'CARE' culture is measured into four indicators by elaborating the values of the 'CARE' organization at RSDP Serang on a scale of numbers 1 to 10. The study population was Serang RSDP employees consisting of health workers and general department employees with a total sample of 146 people. Data collection techniques are carried out through the distribution of questionnaires, and document review. Data analysis includes instrument quality testing and descriptive analysis.

III. RESULT AND DISCUSSION

Profile of RSUD dr. Drajat Prawiranegara

Regional General Hospital dr. Drajat Prawiranegara Serang Regency, hereinafter referred to as RSDP Serang in this study previously named Serang Regency Hospital, is a Class B Non-Educational Hospital as a referral center for hospitals throughout Banten Province which includes Lebak Regency, Pandeglang, Serang Regency, Serang City, and Cilegon City, so it is required to be able to perform professional services. RSDP Serang has the main task of carrying out health efforts efficiently and successfully to recover healing efforts that are carried out harmoniously, integrated with efforts to improve and prevent and carry out referral efforts. To carry out the Main Task, RSDP Serang has functions that are described through the following programs:

- a. Provision of medical services
- b. Implementation of medical and non-medical support services
- c. Provision of nursing services and care
- d. Implementation of referral services
- e. Provision of education and training
- f. Implementation of research and development
- g. Administration of general administration and financial

Vision, Mission, Motto, and Objectives

Vision: To become the Best Hospital with Professional and Quality Services in Banten

Mission :

- a. Improving the quality of services (Quality of Human Resources and Quality of Facilities and Infrastructure) consistently and continuously continuously
- b. Improving the function of dr. Drajat Prawiranegara Hospital to become a Teaching and Training Hospital (Strategic Program of Satellite Teaching Hospital);
- c. Improving quality facilities and infrastructure to support health services;
- d. Increase effectiveness and efficiency without reducing service standards to the community (strategic programs);
- e. Improving the implementation of good governance and increasingly accountable KDP – BLUD;
- f. Improving and fostering a strong organizational culture, high commitment, and responsibility supported by human resources that meet standards in quantity and quality;
- g. Provide legal protection and improve the welfare of hospital human resources.

Motto: The motto of dr. Dradjat Prawiranegara Hospital, Serang Regency is to work in a Friendly, Fast, Precise and, Iklas (RCTI) manner

Purpose:

- a. Providing and improving the type and quality of services (medical, and non-medical support) through the development of medical science and technology and the needs of the community
- b. Developing an effective and efficient hospital management system, can ensure healthy business implementation while still carrying out its social functions.
- c. Providing optimal services for the community in the JKN program

Location and Human Resources

RSDP Serang is located at Jalan General Hospital Number 1 Serang City, close to Serang City square and shopping centers, so it is very easy to access both using public and private transportation. The ease of public access to Serang Hospital makes it very easy for patients from Pandeglang, Lebak, Cilegon, and even Tangerang to reach Serang Hospital, so their visits can be said to be high, both outpatient and inpatient visits.

Employment at RSDP Serang can be said to be adequate for hospitals, both structural and functional personnel. The commitment to improving the quality of human resources continues to be carried out; because RSDP Serangis are fully aware that human resources are a very valuable asset in the growth and development of hospitals. The number of employees at RSDP Serang as of December 2021 is 1. 297 people consisting of 735 civil servants, and 562 non-civil servants).

Application of 'CARE' Culture

Organizational culture is the shared values and beliefs that underlie organizational identity, serve as a sense of identity to members, promote collective commitment, enhance the stability of social systems, and control the behavior of members. Organizational culture becomes very meaningful for the survival of the organization when associated with the organization's efforts to overcome various problems in adaptation to various external developments and changes and integration of internal strengths (Alfadhalah & Elamir, 2021; Mesfin et al., 2020). In this study, the organizational culture used the 'CARE' culture which is the organizational values adopted by RSDP Serang to provide health services to the community consisting of Cakap – Accountable – Responsive – Efficiency. The results of filling out the questionnaire on CARE culture in this study were explained through index value analysis:

Table 1. Cultural Index Value 'CARE'

Indicator	Index (Category)	
	Health Workers	Non-Health Workers
Bud1 Capable: Every personnel, both medical and paramedic, and administrative employees are capable of the aspirations conveyed by the community/patient	66,67 (Enough)	67,42 (Enough)

Bud2	Accountable: Strongly committed to utilizing all resources in carrying out the vision and mission of the hospital to achieve accountable performance	67,14 (Enough)	67,10 (Enough)
Bud3	Responsive: Responsive to responding to emergency problems to provide excellent service to the community/patients based on the principles of good governance.	67,14 (Enough)	66,61 (Enough)
Bud4	Efficiency: Ensuring the implementation of health services to the community/patients by using available hospital resources optimally and responsibly.	65,24 (Enough)	65,32 (Enough)
Average		66,55 (Enough)	66,61 (Enough)

Source: questionnaire data processed, 2022.

Based on the data in table 1, it is known that there are differences in the value of the 'CARE' cultural index in respondents of health workers and non-health workers. Respondents of health workers obtained index values with a range of 65.24 to 67.14. Meanwhile, respondents of non-health workers obtained an index value with a higher range of 65.32 to 67.42. The lowest index value for health workers and non-health workers based on Table 1 above obtained the Bud4 indicator on efficiency which states guaranteeing the delivery of health services to the community/patients using available hospital resources optimally and responsibly. The indicators that obtained the highest index scores in health workers were obtained by Bud2 and Bud3 on Accountability and Responsiveness. Meanwhile, in non-health workers, the indicator that gets the highest index value is Bud1 about Cakap. The average value of the 'CARE' cultural index in health workers was 66.55 smaller than the index of non-health workers obtained by 66.61, both of which are in the sufficient category. This means that there is a tendency for higher answers in respondents who come from non-health workers. This result can also be indicated that more Serang RSDP employees from the non-health workers section implement a 'CARE' culture in their daily lives working in hospitals, compared to employees from the health worker section.

Discussion

The complexity of hospital services today has increased significantly in line with technological developments. The role of the hospital in the community has developed into an integrated health service. The same thing happened at RSDP Serang, one of the referral hospitals in Banten Province. Apart from being a referral hospital for public health services under the regional government of Serang Regency, RSDP Serang is also an institution that is often used for practical scientific development in the fields of nursing, midwifery, and even medicine. The formulation of CARE culture at RSDP Serang should be a shared philosophy that has been officially implemented since 2018. The values contained in CARE's own culture at least refer to Minimum Service Standards in the Health sector based on Article 1 of the Regulation of the Minister of Health of the Republic of Indonesia Number 43 of 2016 which explains the quality of public services is reflected in transparency, accountability, conditional, participative, equal rights, and the balance of rights and obligations.

The results of the study showed that the conditions that occurred at RSDP Serang were related to the implementation of CARE's organizational culture, there were still many employees who did not understand well about their duties, authorities, and obligations in providing services at the hospital. This can be seen from the frequent occurrence of conflicts between co-workers, the level of awareness of employees who are still lacking in the surrounding conditions, low compliance with rules, and miss communication in carrying out work. The superior organizational performance will be largely determined by high employee performance in interacting and managing other resources, which is visualized in the application of a regular organizational culture.

The field findings also show that if the CARE culture is properly implemented, then the values of Proficient, Accountable, Responsive, and Efficient will be widely embraced and upheld by all members of the organization. This is considering the positive image of RSDP Serang as a public organization in the eyes of the audience it serves. However, there are still complaints from the

public both verbally and in writing addressed directly to management or published in the mass media, indicating that RSDP Serang has not fully succeeded in providing the best service to the community to the organizational culture it adheres to. At first glance, it appears that service quality has not become an important part of organizational culture because the perception of the chaos that is happening at RSDP Serang is still higher than the achievements that have been achieved.

The results of interviews with several patients and visitors at RSDP Serang also showed that there were still many patients who complained about the attitude of employees, especially the health workers who had served them. According to them, the Serang RSDP health workers were more unfriendly than the friendly ones. Nurses are also considered to be impatient in serving 'fussy' patients, especially elderly patients and pediatric patients who generally have a more vulnerable psychological condition. Not only health workers, but most of the patients interviewed also admitted that an unfriendly attitude was also felt by the team of doctors who were generally considered to be too 'hasty' in providing a disease diagnosis and tended to 'not give an opportunity with patients or their families to inquire further about patient's condition. Even if there is an opportunity, the team of doctors seems to be not optimal in communicating therapeutically with patients or families, so that it often causes concern in the hearts of patients or families. This creates a bad perception that the nurses and the team of doctors have not fully worked sincerely, which is certainly contrary to CARE's culture, especially Capable and Responsive.

Regarding administrative services, some visitors and patients also admitted that the service system at RSDP Serang was quite complicated and tended to make it difficult for those who were seeking treatment there for the first time. Visitors who had taken care of their families for hospitalization admitted that it was difficult to be able to register their families; because the patient registration room at RSDP Serang was far away and in a different building from the patient care room/IGD. Not to mention the staff on duty who are sometimes not on standby, making it difficult for visitors to be able to register quickly. This is contrary to the Accountable and Efficiency culture of RSDP Serang. This condition shows that CARE's culture has not fully reflected the identity of RSDP Serang as aspired to in the vision and mission. Therefore, hospital management should be able to better communicate the CARE culture properly and precisely so that it can be carried out by all elements in the hospital. As research by Wijaya et al., (2022) states that there is an influence of internal communication in building organizational culture, namely one aspect is built on the strength of leadership which is a good example for subordinates.

IV. CONCLUSION

The organizational culture value of RSDP Serang, abbreviated as CARE, is a good thing. However, if what is formulated by management in the form of organizational culture turns out not to be fully accountable by all elements in the hospital, especially employees both serving as health workers and non-health workers, it will cause problems and distrust from the public about the ability of management to create values that are in line with each element of the organization. This research found that the application of CARE culture is still not optimal, so it has not fully reflected the identity of RSDP Serang as a superior quality hospital in Banten Province. This condition requires the attention of the hospital management team, especially to the skills of employees in carrying out their duties, the integration of service systems that are still convoluted and tend to make it difficult for those who are seeking treatment for the first time, The vastness of the parking lot that often irritates visitors, especially for those who bring emergency patients, a team of health workers who are more perceived as less patient in serving patients and the layout of spaces that have not supported efficient and effective services.

Reference

Alfadhalah, T., & Elamir, H. (2021). Organizational culture, quality of care and leadership style in government general

- hospitals in kuwait: A multimethod study. *Journal of Healthcare Leadership*, 13, 243–254. <https://doi.org/10.2147/JHL.S333933>
- Arfandi, & Iffah, U. (2019). Membentuk Budaya Organisasi di Lingkungan Lembaga Pendidikan Islam. *Edupeedia*, 3(2), 183–190.
- Bagusnur, D., Siti, H. ;, ; M., & Manihuruk, H. (2020). Organizational Culture in Shaping Image of Hospital, Case Study of Islamic Services at Rumah Sakit Islam Bogor. *International Journal of Multicultural and Multireligious Understanding (IJMMU)*, 7(10), 34–43. <http://ijmmu.comhttp://dx.doi.org/10.18415/ijmmu.v7i10.2035>
- Dalimunthe, M. H., Fachrina², R., & Suhairi, S. (2021). Dampak Komunikasi dan Budaya Organisasi terhadap Kinerja Karyawan. *El-Mujtama: Jurnal Pengabdian Masyarakat*, 2(1), 54–63. <https://doi.org/10.47467/elmujtama.v2i1.494>
- Díaz-Soloaga, P. (2019). The role of communication in organizational culture. Is there a pattern in Spanish fashion companies? *Profesional de La Informacion*, 28(5), 1–10. <https://doi.org/10.3145/epi.2019.sep.06>
- Djohantini, S. N., Mulkhan, A. M., Hartono, A., & Muafi, M. (2022). Member Self-Identification Toward Al-Ma'un Values as Organizational Identity: Case Study at PKU Muhammadiyah Yogyakarta Hospital. *Jurnal Manajemen Bisnis*, 13(1), 28–60. <https://doi.org/10.18196/mb.v13i1.12674>
- Habudin. (2020). Budaya Organisasi. *Jurnal Literasi Pendidikan Nusantara*, 1(1), 23–32. <http://jurnal.uinbanten.ac.id/index.php/jlpn>
- Harhash, D., Ahmed, M., & El-Shereif, H. (2020). Healthcare Organizational Culture: A Concept Analysis. *Menoufia Nursing Journal*, 5(1), 55–63. <https://doi.org/10.21608/menj.2020.123846>
- Kreitner, R., & Kinicki, A. (2018). *Perilaku Organisasi*. Salemba Empat.
- Meilinda, M., Louis, L., Jason, J., & Nazmi, H. (2021). The Influence of Discipline, Selection, and Organizational Culture on Employee Performance. *Almana: Jurnal Manajemen Dan Bisnis*, 5(1), 20–28. <https://doi.org/10.36555/almana.v5i1.1528>
- Mesfin, D., Woldie, M., Adamu, A., & Bekele, F. (2020). Perceived organizational culture and its relationship with job satisfaction in primary hospitals of Jimma zone and Jimma town administration, correlational study. *BMC Health Services Research*, 20(1), 1–9. <https://doi.org/10.1186/s12913-020-05319-x>
- Ndraha, T. (2019). *Teori Budaya Organisasi*. Rineka Cipta.
- Ningsih, R. Y., & Setiawan, D. (2019). Refleksi Penelitian Budaya Organisasi di Indonesia. *MIX: Jurnal Ilmiah Manajemen*, 9(3).
- Piqhi, O. (2021). PENGARUH INSENTIF DALAM MENINGKATKAN KEDISIPLINAN PEGAWAI MELALUI INTERVENING KEPUASAN KERJA (Studi pada Pegawai PNS di RSUD dr. Drajat Prawiranegara Serang). *Fair Value*, 4(5), 723–750. <https://doi.org/10.1002/9781119818663.ch25>
- Ramli, A. H. (2019). Organizational Culture, Job Satisfaction Also Employee Accomplishment in the Private Hospital. *Business and Entrepreneurial Review*, 19(2), 157–168. <https://doi.org/10.25105/ber.v19i2.5674>
- Riesata, Y., & Pancasasti, R. (2021). PENEMPATAN DAN DISIPLIN KERJA PEGAWAI: PENGARUHNYA TERHADAP KINERJA PEGAWAI MELALUI SEMANGAT KERJA. *Fair Value*, 4(5), 2120–2132.
- Soetjipto, B. E., Handayati, P., Hanurawan, F., & Bidin, R. (2021). The Effects of Corporate Identity Management, Internal Brand, and Corporate Culture on Employee Brand Support Behavior (Study of Halal-Oriented SME Employees in East Java). *Proceedings of the 2nd Annual Conference on Blended Learning, Educational Technology and Innovation*, 560, 446–453.
- Srimulyani, V. A., & Hermanto, Y. B. (2022). Organizational culture as a mediator of credible leadership influence on work engagement: empirical studies in private hospitals in East Java, Indonesia. *Humanities and Social Sciences Communications*, 9(1). <https://doi.org/10.1057/s41599-022-01289-z>

- Sudarijati, Samsuri, & Lestari, S. U. (2021). Jurnal Visionida, Volume 7 Nomor 2, Desember 2021. *Jurnal Visionida*, 7(2), 155–171.
- Sugiyono. (2019). *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, Dan R&D)*. Alfabetha.
- Sutarjo, M. A. S., & Setiawati, S. D. (2021). PERAN BUDAYA ORGANISASI DALAM WORD OF MOUTH MARKETING ARMIDALE ENGLISH COLLEGE. *Jurnal Ilmu Komunikasi*, 8(2), 127–147.
- Vernadeth, V., Anindita, R., & Aida, M. (2020). The Importance of Strong Organizational Culture in Nurse Performance Over Regional Government Hospital Jakarta. *Journal of Multidisciplinary Academic*, 4(1), 13–20.
- Wahyuni, S., Hakim, L., Malik, I., Negara, I. A., Makassar, U. M., Negara, I. A., Makassar, U. M., Negara, I. A., & Makassar, U. M. (2021). PENGARUH BUDAYA ORGANISASI TERHADAP NGALLE KABUPATEN TAKALAR. *Jurnal Universitas Muhammadiyah Makassar*, 2(6).
- Wardhani, S., & Kartikawangi, D. (2020). Internal Communication in Building Organizational Culture and Organizational Branding of Government Institution. *Proceedings Ofthe 2nd International Conference on Inclusive Business in the Changing World, Icb 2019*, 506–514. <https://doi.org/10.5220/0008433005060514>
- Wijaya, C., Siregar, E. R., Barus, R. A. B., Zahraini, A., Della, F., & Munawaroh, S. (2022). Pengaruh Komunikasi Internal dalam Membangun Budaya Organisasi. *Jurnal Pendidikan Tambusai*, 6(2), 13310–13318.
- Yudhana, A. (2020). Analisis Budaya Organisasi Dan Lingkungan Kerja Terhadap Kepuasan Pasien Umum Rawat Jalan Di UPT Puskesmas Bangsal Kabupaten Mojokerto. *Journal of Hospital Management and Services*, 2(2), 11–23. <https://doi.org/10.30994/jhms.v1i2.1>